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ABSTRACT

This handbook introduces a new training model that reflects the complexity of organizational life, changes in the human resources (HR) function, and the need to involve line management. Part I outlines the new context in which training must be delivered. It discusses the changing organizational requirements for training and the changing position of the training function within HR, reviews some models of the training function, and considers how an improved model could be developed. In part II, attention shifts to more practical issues--what the training manager should be doing to promote training in the organization. Needs identification is considered at both the macro and micro levels. At the higher level, the requirement to develop training within the context of the business plan and the need to capture HR benefits beyond narrow skills enhancement are discussed. Instruments that increase the effectiveness of needs identification, performance appraisal, and evaluation are introduced. Part III discusses the role of the training function and the place of the trainer. It is recommended that the main goal of the training function should be expressed as the management of the organization's training culture. The final section of the book considers skills required to achieve this objective. Appendixes present key features of the United Kingdom training environment--national trends, government policy, and competency-based qualifications. An index is provided. (YLB)

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